Defense Information Systems Agency

A Combat Support Agency

IT Acquisition Reform - Update

16 August 2011

Defense Information Systems Agency

A Combat Support Agency

Agenda

- **Overview**
- **DoD Acquisition Model**
- **Acquisition Process for IT**
- **Acquisition Reform Tenets**
- **Acquisition Reform Phases**
- **Acquisition Strategy**
- **Conclusion**

DISA
A Combat Support Agency

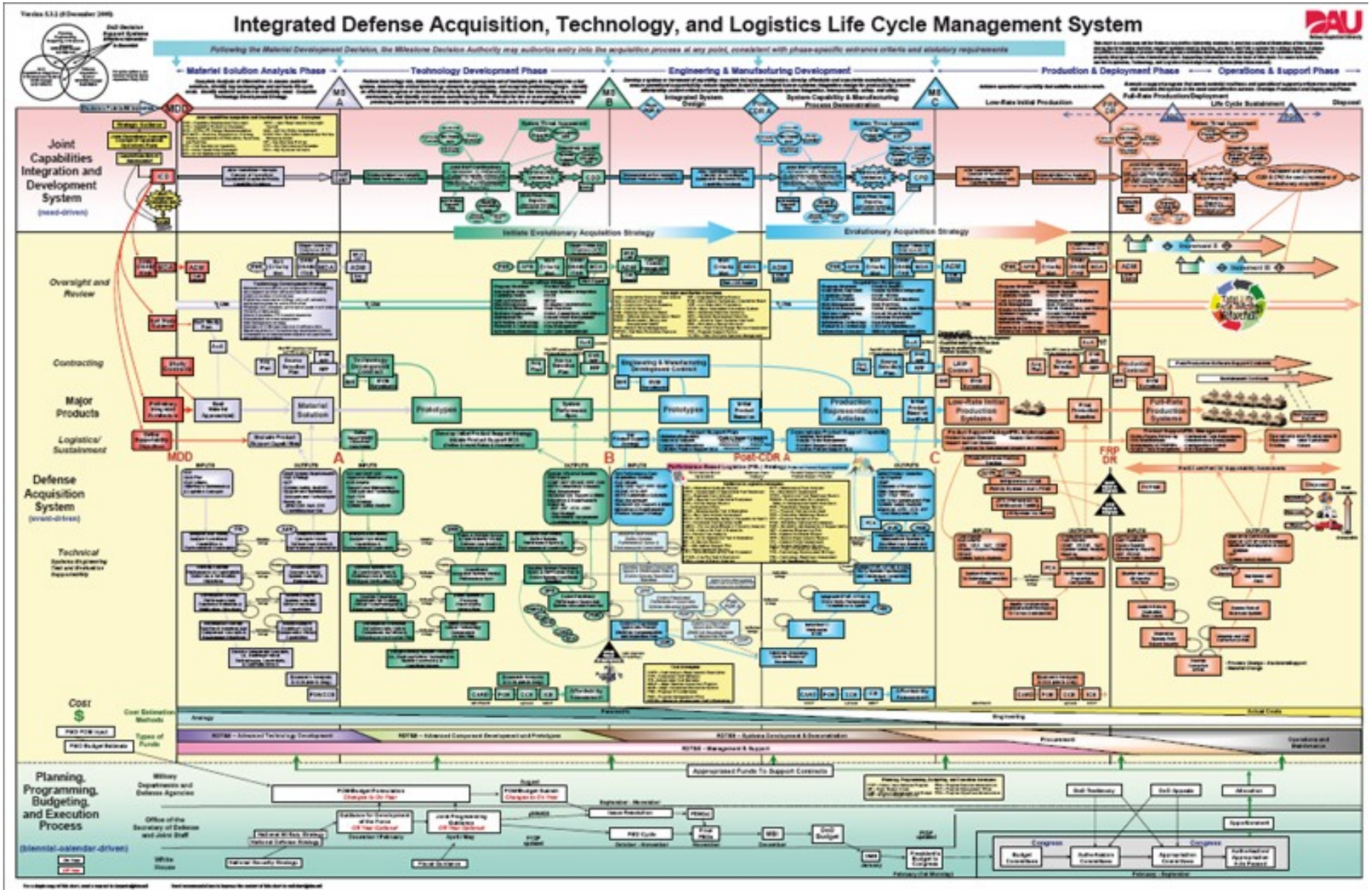
Why Reform IT Acquisition?

Using current acquisition processes and governance…..the result:

- Does Not Meet User Needs
- Takes Too Long To Deliver Capabilities
- Costs Too Much to Acquire
- Allows Duplicative Acquisition

The DoD Acquisition Model

DISA
A Combat Support Agency



Current acquisition documentation

DISA
A Combat Support Agency

IT Related Documentation for DOD 5000 Acquisitions

Material Solution Analysis	Technology Development	Engineering & Manufacturing Development	Production & Deployment	Operations & Support
MDD	A	B	C	FRP

- AoA Study Guidance
- AoA Study Plan
- Initial Capabilities Document*

- Acq Decision Memorandum*
- Act Info Assurance Strategy*
- AoA*
- Benefit Analysis & Determination* #
- Certification of Spectrum DD1494*
- Clinger Cohen Act Compliance*
- Consideration of Technology Issues* #
- Cooperative Opportunities* #
- Data Mgmt Strategy* #
- DoD CIO Confirmation of CCA Compliance*
- DoD Component Cost Estimate*
- Economic Analysis*
- Exit Criteria*
- ICE*
- Info Support Plan*
- IUID Implementation Plan*
- Life Cycle Signature Support Plan*
- Market Research*
- MDA Program Certification*
- Net Centric Data Strategy*
- Nunn McCurdy Assessment & Certification*
- Program Protection Plan*
- System Engineering Plan*

- Acq Program Baseline*
- Acq Strategy*
- Affordability Assessment*
- Alternate LFT&E Plan$
- Capabilities Development Document
- Competition Analysis* #
- Core Logistics Analysis, Source of Repair Analysis* #
- Corrosion Control Plan*
- Cost Analysis Requirements Document*
- Independent Technology Readiness Assessment (ACAT 1D)*
- Industrial Base Capabilities Considerations* #
- LFT&E Waiver from Full-Up System Level Testing %
- Life Cycle Support Plan*#
- LRIP Quantities
- Manpower Estimate*
- Operational Test Agency Report of Operational T&E Results*
- PESHE*
- Post-CDR Report
- Post-PDR Report
- Replaced System Sustainment Plan
- Spectrum Supportability Determination*
- System Threat Assessment*

- Capabilities Production Document
- Military Equipment Valuation* #
- Operational Test Plan

- Beyond LRIP Report!
- IT and NSS Joint Interoperability Test Certification
- IOT&E completed
- LFT&E Report%
- Post Implementation Review

Other Documentation

- Assessment & Certification of a Critical Change to Defense Committees
- CCDR
- Defense Acq Executive Summary
- DBSMC certification
- MAIS Annual Report to Congress
- MAIS Quarterly Report
- Notice of MAIS Cancellation or Significant Reduction in Scope
- Notification of Significant Change to the Defense Committees
- Program Deviation Report
- Selected Acq Report
- SRDR
- Unit Cost Report

- ** Document is created in this phase and updated periodically throughout the life cycle*
- *# Part of TDS or Acquisition Strategy*
- *Red: Statutory requirement*
- *Black: Regulatory requirement*
- *Green: Statutory requirement for MAIS programs*
- *Blue: Statutory and Regulatory requirement*
- *% OSD LFT&E oversight programs only*
- *! OSD OT&E oversight programs only*
- *$ OSD LFT&E oversight programs with waiver from full-up, system-level testing only*

IT Acquisition Reform Imperative

DISA

A Combat Support Agency

Congress

- **Develop and Implement a new process for Acquiring IT (FY10 NDAA Section 804)**
- **HASC Panel on Defense Acquisition Reform Finding and Recommendations (23 March 2010)**

Widely documented Problems with DoD IT Acquisitions

- **Defense Science Board**
  - **Jan 09 – Integrating COTS**
  - **Mar '09 – IT Acquisition**
  - **Apr '09 – Fix the Acq process**
  - **Jul '09 – Rapid Acquisition**
- **Industry Associations**
  - **AFEI, TechAmerica,**
- **National Academies - Achieving Effective Acq of IT in DoD 2010**
- **Business Leads (e.g. BENS) – Aug '08 Joint DISA IT Review**

Improve DoD IT Acquisition

Federal CIO

25-Pt Implementation Plan to Reform Federal IT Management

DoD Senior Leadership Vision

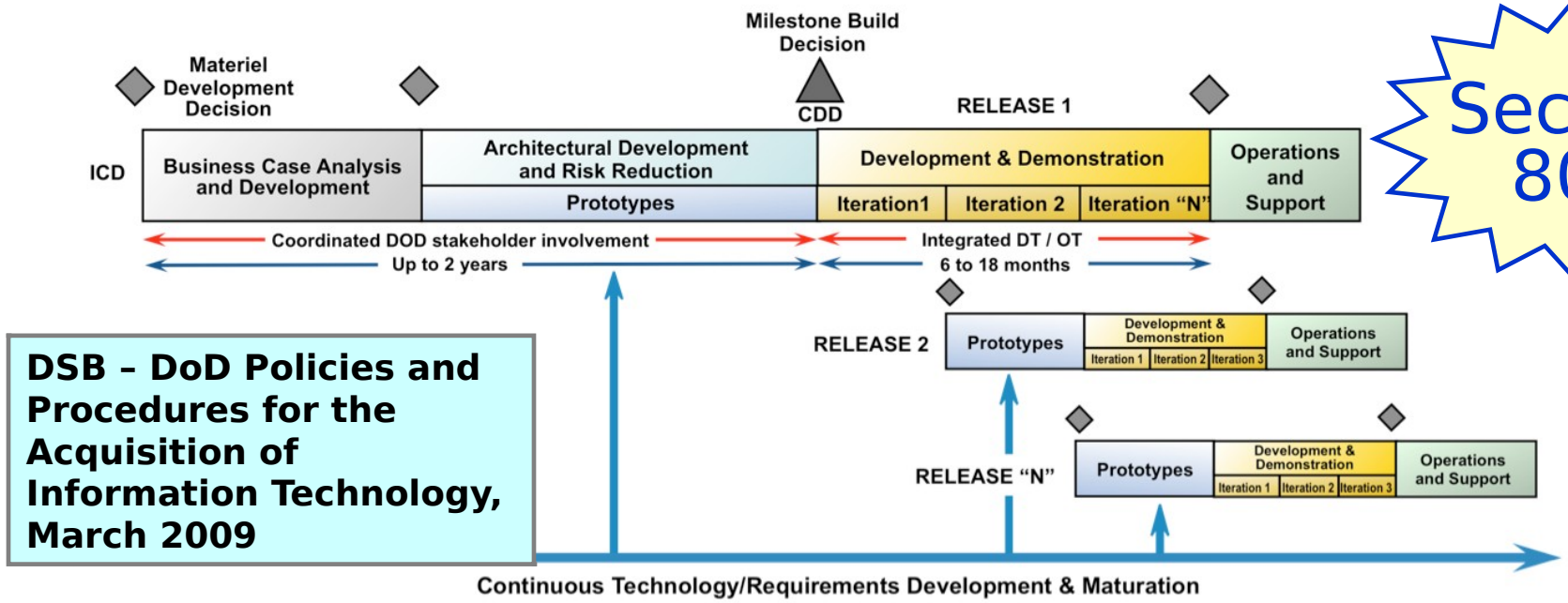
"On average, it takes the Department 81 months from when an IT program is first funded to when it becomes operational…By comparison, the iPhone was developed in 24 months. That is less time that it would take us to prepare and defend a budget and receive Congressional approval for it. Steve Jobs gets an iPhone. We get a budget. It's not an acceptable trade.

Bill Lynn, DEPSECDEF (May 2010)

DISA

A Combat Support Agency

A New DoD Acquisition Process for IT



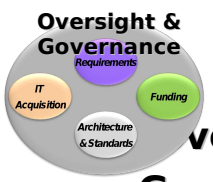
Section 804

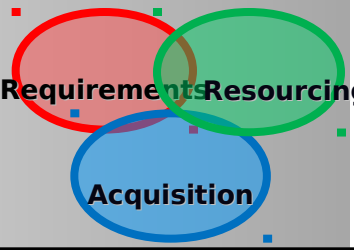
DSB – DoD Policies and Procedures for the Acquisition of Information Technology, March 2009

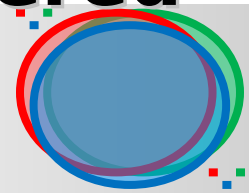
- Modeled on successful commercial practices
  - Agile software Development
- Multiple, rapidly executed increments or releases of capability
  - Releases divided into ~6 month iterations
  - Iterations tested and potentially deployable
- Early and continual involvement of the user
- Integrated testing

Overview of Changes being Considered

A Combat Support Agency







Oversight/ Governance		Synchronized – Integrated governance and Capability Portfolio Management	•Portfolio & Governance
Acquisition	Program oriented Infrequent Milestones Separate T&E and C&A	Incremental delivery via frequent Stakeholder IPRs Integrated and Continuous T&E and C&A	•Acquisition Process •Contracting •T&E & Certification
Architecture	Federated and stove-piped	Enterprise focused to Enhance Standardization and Minimize Duplication	•Architecture
Resourcing	PPBE – Program Elements R&D, Procurement, O&M	Capability Elements Single "IT" Appropriation Portfolio WCF Accounts	•Funding
Requirements	Program oriented JCIDS "IT Box"	Capability oriented - Roadmaps Rationalized w/constraints	•Requirements

IT Acquisition Reform Task For

A Combat Support Agency

Chair: Deputy Secretary of Defense (DSD)
Executive Lead: DCMO

Principal Members

- PD USD(AT&L)
- ASD(NII/CIO)
- CA&PE
- USD(C)
- DOT&E
- JCS
- Army CMO & SAE
- Navy CMO & SAE
- Air Force CMO & SAE
- USD(I)

Integration Lead - DCMO

Working Groups

- Portfolio and Governance - Lead CAPE
- Acquisition Process - Lead NII / DISA
- Metrics – Lead Navy
- Funding - Lead OSD Comptroller
- Requirements - Lead Joint Staff / Air Force
- Contracts - Lead AT&L / Army
- Test, Evaluation/C&A - Lead DISA TEO
- Human Capital - Lead DoD CIO
- Architecture and Systems Engineering – Lead DoD CIO

DISA
A Combat Support Agency

What Does DoD's IT Acquisition Reform Affect?

- **New process is applicable across the DoD IT Enterprise (including National Security Systems) in the following categories:**
- **Networked IT Systems (e.g., command and control, business information):**
  - **User-facing applications**
  - **Computing infrastructure (e.g., common applications, operating system)**
  - **Security and information assurance for applications, systems, and networks**
  - **Computing hardware including configuration modification for network integration, etc. (e.g., servers, laptops)**
  - **Communications/networking infrastructure**
  - **Note: IT hardware requiring unique development and requisite production decisions will be acquired using traditional DoD acquisition policy (DoD 5000 processes) to ensure appropriate focus on these areas.**
- **Weapon Platform IT Systems**
  - **Platform-hosted IT mission systems that are not considered embedded**
  - **Note: IT embedded in weapon systems will continue to be developed, acquired, and managed as part of that weapon platform and not separately acquired under the new IT acquisition process. Upgrades to embedded IT software in weapon systems may be considered for applicability to the new IT acquisition process when no hardware change is required. This will be reviewed on a case-by-case basis.**

DISA

A Combat Support Agency

IT Acquisition Tenets

- **Deliver meaningful increment of capability in 18 months or less**. Larger capabilities will be delivered in a series in increments, each of which provides useful capability. Planning and execution will occur within a level of effort funding top line.

- **Use outcome and performance based metrics**. Metrics define improvements to the capability and provide clear and coherent way to measure both process and system improvements.

- **Leverage enterprise services and assets (Emphasize open standards and common platforms)** Emphasize the use of open standards and common platforms by use of enterprise systems, processes, infrastructure, and services (e.g., Common systems engineering, RACE, Forge.mil, NCES) to maximum extent practicable

IT Acquisition Tenets (cont'd)

DISA
A Combat Support Agency

- **Assure agility by allowing trade-offs within dollar and time limits**. Accommodate requirements trades (features, performance) reflecting user priorities, feedback, and technology advances/limitations during planning and execution.
- **Manage by capability-based portfolios.** Portfolio construct for efficient development, fielding, and operation of like capability investments across the DoD Enterprise. Frequent in-process-reviews to replace major program oriented milestones.
- **Allow tailorable processes.** Project execution should be tailored for the particular risks, acquisition life cycle, and oversight needs of different types of IT acquisition efforts.
- **Comply with enterprise and segment architectures.** Assure designs are consistent with promulgated architecture policies and standards to facilitate system

DISA
A Combat Support Agency

DoD IT Acquisition Reform – Phase 1

- **Phase 1: Internal and external communication of flexibilities already in current acquisition policies and statutes – Mar 2011**
  - Identify process flexibilities within current policy and statute
  - Begin communication activities by end of March 2011

DISA
A Combat Support Agency

DoD IT Acquisition Reform Phase 2

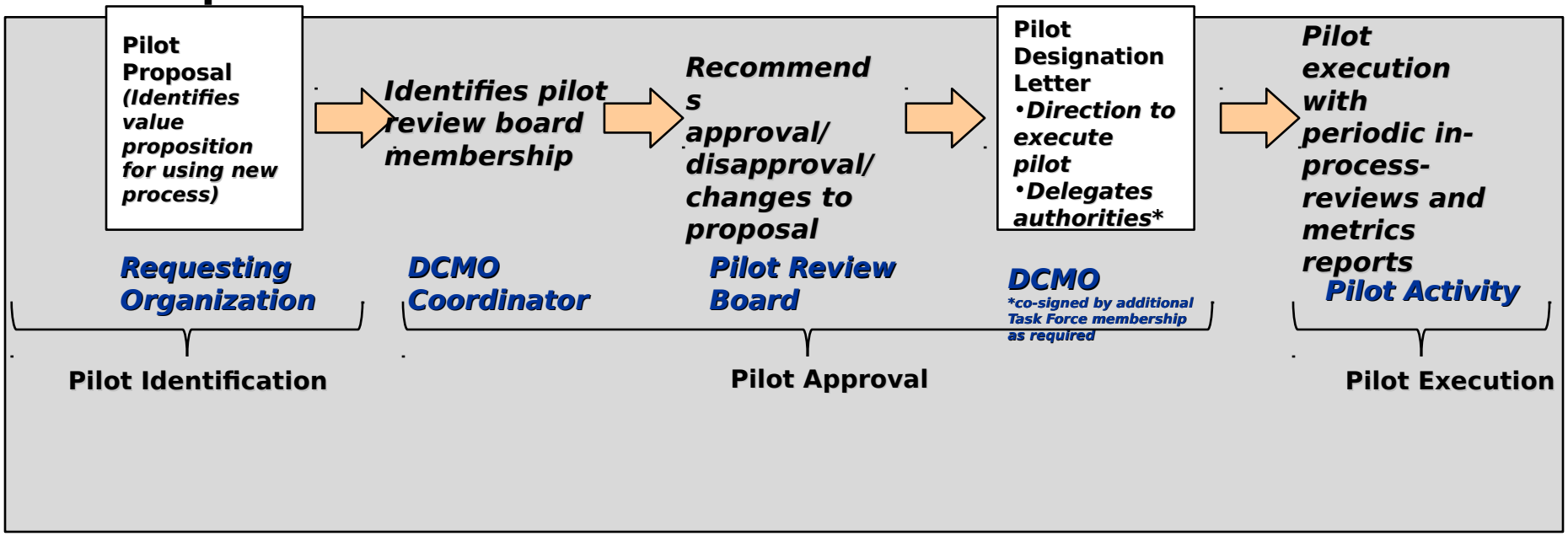
- **Phase 2: Create a single, integrated (end-to-end) interim IT acquisition policy and implementation plan for use by Section 804 Piloting activities – Jun 2011**
  - Mar/Apr 2011 continue to integrate WG deliverables into a single process
  - Initial draft of end-to-end IT acquisition policy and implementation plan – Apr 2011
- **Includes draft pilot project process**
  - Refine IT acquisition policy and plans – May/Jun 2011
  - Non-pilot activities continue to use current DoD IT acquisition processes

Phase 3 Pilot Strategy

A Combat Support Agency

- **Purpose – Pilots will be used to evaluate the new IT acquisition process and incorporate lessons learned into proposed regulation and statutory changes**
- **Scope – Individual pilot efforts each evaluate a subset of IT Acquisition Reform Tenets**
  (e.g. Portfolio Management, Funding, Requirements Process, etc.)
  - **DoD organizations will propose both project and portfolios for pilot consideration**

Pilot Process



DISA
A Combat Support Agency

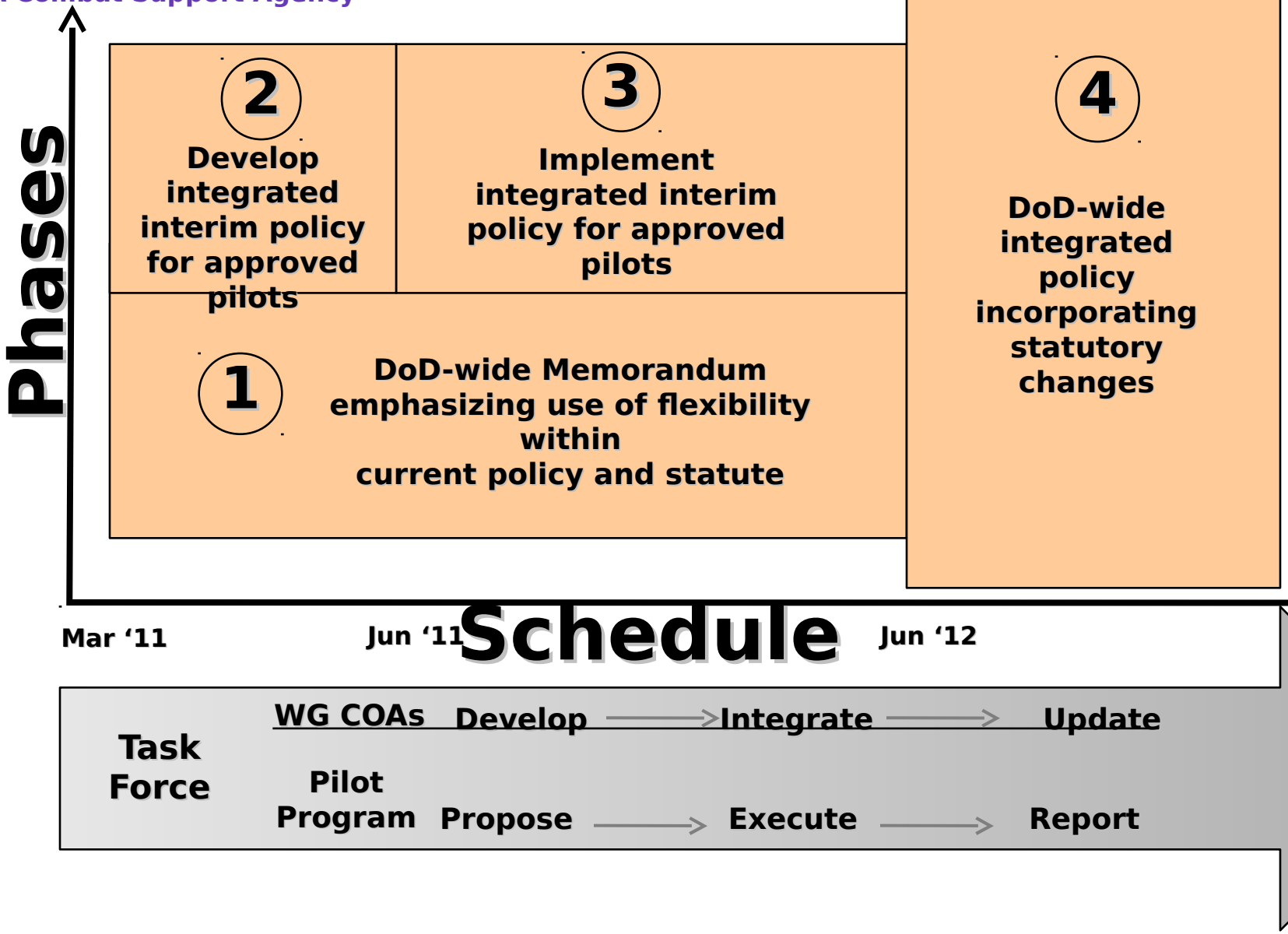
DoD IT Acquisition Reform – Phases 3 & 4

- **Phase 3: Implement interim IT acquisition policy for pilot projects – Jul 2011-June 2012**
  - Monitor pilots and incorporate lessons learned as changes to IT acquisition policy and implementation plan
  - Coordinate proposed legislative changes necessary for Department-wide implementation
  - Finalize IT acquisition policy and implementation plan – Jun 2012

- **Phase 4: Implement new IT acquisition policy Department-wide - Jul 2012**

Phased Implementation Strategy

DISA
A Combat Support Agency



DISA

A Combat Support Agency

Questions?

DEFENSE INFORMATION SYSTEMS AGENCY